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United States
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Agriculture

Agricultural
Cooperative
Service

Cooperative
Information Report
Number 4

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Rev 1984

Farmer Cooperative Publications

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Limited numbers of copies of most publications are available to cooperatives and educators. A few publications expensive to produce may require a user fee charge. Negative or positive film can be provided if requesting organizations wish to print large quantities.

Direct publications request to Agricultural Cooperative Service, U.S. Department of Agriculture, Washington, DC 20250.

Compiled by Gene Ingalsbe

Cooperative Information Report 4
Revised December 1986

Agricultural Cooperative Service

What We Do

Agricultural Cooperative Service (ACS) devotes its total effort to preserving and improving the heart of American agriculture—the family farm.

Our role stems from the longstanding and clear public mandate to the U.S. Department of Agriculture to foster and support the family farm as the means by which our Nation's food and fiber are produced.

Family farmers use cooperatives to increase their income and enhance their quality of living. They use cooperatives as an extension of their farm businesses to jointly purchase production supplies, process and market products, and perform related services. By working together for mutual benefit, family farmers are able to reduce costs and obtain greater returns in the marketplace. They are able to provide Americans with the world's most plentiful, highest quality, and least costly food.

Our direct role is providing knowledge to improve the effectiveness and performance of the farmer's cooperative business. We help in several ways.

Research

Research is conducted to acquire and maintain the base of information necessary for Agricultural Cooperative Service to give farmers relevant and expert assistance pertaining to their cooperatives. Studies of functional cooperative aspects concentrate on their financial, structural, managerial, policy, member, legal, social, and economic activities.

Concerted effort is made to ensure research has direct application to cooperatives' current and emerging requirements to serve the family farm most effectively as a dimension of market structure. We have a major challenge to analyze industry structure and cooperative operational practices to determine the changes required to maintain or achieve a producer-oriented marketing system.

Technical Assistance

Technical assistance is provided in response to specific problems. Requests may come directly from a few farmers wanting to organize a cooperative, or from farmers' elected directors of a federation of cooperatives composed of hundreds or thousands of farmers desiring to improve operations. Help is given on business organization, operating efficiency, and member control. Work can involve determining the economic feasibility of new facilities or adding new products or services. Advice may be given on the merits of merging organizations or forming new ones. Studies cover the full range of decision-making found in a cooperative business.

The Agency is prepared to evaluate any one link in the farm economic system or to design an entirely new system under the cooperative framework.

Technical assistance is largely designed to specifically benefit the requesting group. However, the results often provide guidance in developing business strategy for all cooperatives and in determining priorities for research.

The Agency provides specialized assistance to farmers desiring to form new cooperatives. On request from farmer groups, we conduct feasibility studies for potential cooperative operations and give advice on implementing business plans. Field offices in Greenville, NC, London, KY, and Hilo, HI, help farmers identify needed cooperative services and provide continuing assistance to new cooperatives.

History and Statistics

Cooperative statistics are collected to detect growth trends and changes in structure and operations. Data help identify and support research and technical assistance activities. This information is used extensively by legislative and executive branches of Government in formulating agricultural and cooperative policy.

Education and Information

Agricultural Cooperative Service has a distinct mission in education and information. We are assigned the responsibility by the Cooperative Marketing Act of 1926 "to promote the knowledge of cooperative principles and practices and to cooperate, in promoting such knowledge, with educational and marketing agencies, cooperative associations, and others."

We maintain a central storehouse of information about farmer cooperatives in the United States—made available through more than 100 research reports and educational publications. Some of these cover basic principles of cooperation and key organizational and management elements required for successful cooperative effort. Others report the findings of research and technical assistance studies. A monthly magazine, *Farmer Cooperatives*, reports significant achievement by leaders, and highlights of agency research, technical assistance, and educational activities.

How We Work

Guiding principles for our efforts center on providing immediate response and leadership amid the changing economic environment in which family farmers operate. The agency is prepared to work with well-established, commercial farmers or those with low volume and limited resources.

We have about 45 agricultural economists and cooperative specialists, backed by 20 support personnel. Many have specialized beyond their professional training in specific areas unique to cooperatives—business organization, finance, marketing, purchasing, transportation, and member education.

One specialist or a team may tackle a project. Staff members do more than gather data by mail. We travel extensively, walking in factory and field, to gather information firsthand by personal interview.

We may provide assistance directly or serve as a catalyst in

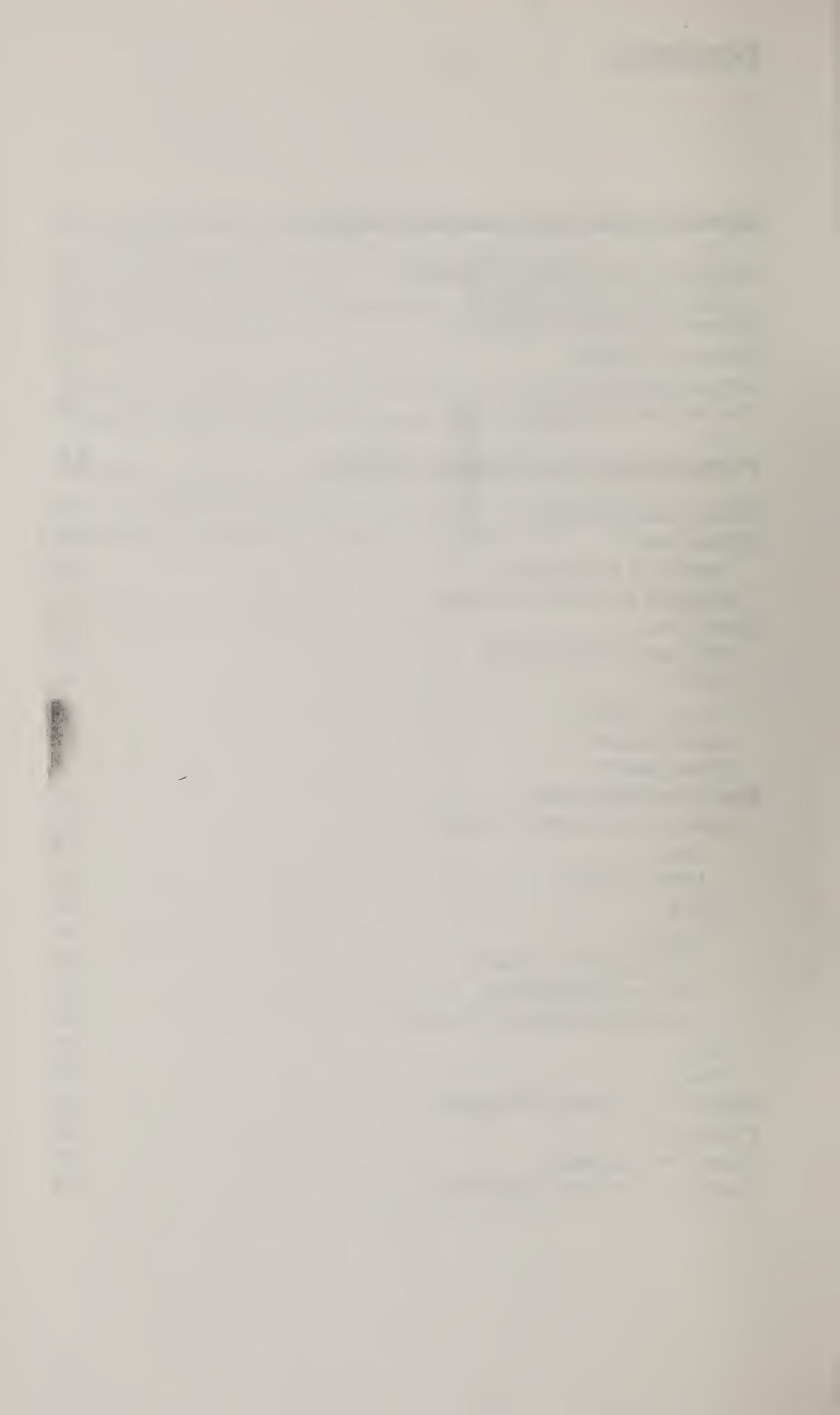
bringing together the best available resources to reach an objective. We may work alone or consult specialists with other State and Federal agencies such as Extension Services, universities, with one or a group of cooperatives, or other private consulting groups.

Because of our versatility and flexibility, ACS is a national focal point for activity about agricultural cooperatives.

Over the years, our activities have been wideranging and complex. Yet our fundamental purpose remains simple: To foster agricultural cooperative growth and efficiency.

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Farmer Cooperative Publications

Numerical Series and Description



COOPERATIVE INFORMATION REPORTS

Farmer Cooperatives in the United States

CIR 1

Available only in the following sections:

Cooperative Principles and Legal Foundations

CIR 1 Section 1

Martin A. Abrahamsen, J. Warren Mather, James R. Baarda, and James Kelly. Reprinted 1983. 26 pp.

Gives identifying characteristics of farmer cooperatives and the many documents and organizations responsible for their origins and progress.

Agricultural Cooperatives: Pioneer to Modern

CIR 1 Section 2

Martin A. Abrahamsen. Revised 1981. 42 pp.

History of cooperative activities from 1810 to the modern day. Covers cooperative experimentation, encouragement by farm organizations, expansion in commodity marketing, adoption of sound business practices, and adjustment to change.

Cooperative Benefits and Limitations

CIR 1 Section 3

J. Warren Mather and Homer J. Preston. Reprinted 1983. 22 pp.

Identifies how cooperatives benefit farmers and the public, yet are subject to business limitations related to agriculture or the inherent nature of the organization.

Organizations Serving Cooperatives

CIR 1 Section 5

C. H. Kirkman, Jr., and Martin A. Abrahamsen. Revised 1983. 25 pp.

Gives a capsulized description of the various national and State trade and service organizations and how each serves in assisting cooperatives.

Cooperative Member Responsibilities and Control

CIR 1 Section 7

C. H. Kirkman, Jr. Reprinted 1983. 26 pp.

Members' responsibilities as owners of a cooperative business are discussed in terms of giving overall direction, participating in decisionmaking, and providing direction.

Cooperative Management

CIR 1 Section 8

J. Warren Mather, Gene Ingalsbe, and David Volkin. Reprinted 1981. 30 pp.

Covers management roles, resources, functions, tools, elements and division of responsibility, local and regional operations, and challenges.

Cooperative Finance and Taxation

CIR 1 Section 9

Nelda Griffin, David Volkin, and Donald R. Davidson. 1981. 30 pp.

Discusses financial planning, methods, position and trends, and the income tax status of farmers' marketing, supply, and related service cooperatives.

Cooperative Education and Training

CIR 1 Section 10

C. H. Kirkman, Jr. 1983. 26 pp.

Developing an understanding of control, financing, and operations of a cooperative requires education and training of members, directors, managers, and employees. Principal cooperative efforts, State and national assistance, and special-interest programs are reported.

Cooperative Transportation and Distribution

CIR 1 Section 12

Eldon E. Brooks and Robert J. Byrne. 1978. 22 pp.

Evaluates the importance of total physical distribution in a farm marketing or supply cooperative. This involves the managing of products or materials to or from cooperatives. Included are transportation, warehousing or storage, order processing, inventory management, materials handling, packaging, as well as finished products.

Fruit, Vegetable, and Nut Cooperatives

CIR 1 Section 13

Fred E. Hulse, Richard S. Berberich, Gilbert W. Biggs, and Martin A. Blum. 1978. 50 pp.

Tells of the important part cooperatives play in marketing these products. Describes the two main functions these cooperatives perform: marketing products in fresh or processed form and bargaining for terms of trade.

Livestock and Wool Cooperatives

CIR 1 Section 14

John T. Haas, David L. Holder, and Clement E. Ward. 1979. 34 pp.

Gives a brief history of the livestock and wool cooperatives in the United States. Reports overall statistics for the present livestock and wool cooperatives in accounting for farmers' cash receipts.

Grain Cooperatives

CIR 1 Section 15

Stanley K. Thurston, Bert D. Miner, and J. David Morrissy. 1979. 42 pp.

Discusses cooperative marketing of food and feed grains, except for rice and dry beans and peas that are covered in other sections. Gives the number of cooperatives engaged in marketing, handling, or processing grain and soybeans. Includes an early history of country elevators.

Dairy Cooperatives

CIR 1 Section 16

James B. Roof and George C. Tucker. 1986. 24 pp.

This overview of dairy cooperatives traces early history, presents the current status of organization and operations, and identifies some of the issues and trends.

Poultry and Egg Cooperatives

CIR 1 Section 17

J. Warren Mather and Edwin E. Drewniak. 1984. 56 pp.

Profiles early history and covers eggs, turkeys, broilers, and other poultry. Current operations and challenges ahead are discussed.

Cotton Cooperatives

CIR 1 Section 18

Bruce J. Reynolds. 1985. 28 pp.

Activities of gins, compresses, lint marketing, and cottonseed oil are covered in this report, including historical development. The publication concludes with a discussion of challenges and opportunities.

Special Crop Cooperatives

CIR 1 Section 19

Fred E. Hulse, Gilbert W. Biggs, Donald M. Simon, and J. Warren Mather. 1983. 53 pp.

Covers number, organization, operation, services, and benefits of cooperatives marketing tobacco, sugar and sweeteners, dry beans and peas, seed, forest products, fish and other specialized farm products.

Cooperative Feed and Animal Health Operations

CIR 1 Section 21

J. Warren Mather and Donald L. Vogelsang. 1986. 48 pp.

Discusses feed in terms of manufacturing, wholesaling and retailing, research, transportation, and custom services. Animal health operations include formulation, retailing and wholesaling. Benefits of cooperative efforts and trends and challenges are discussed for both areas.

Cooperative Petroleum Operations

CIR 1 Section 23

J. Warren Mather and E. Eldon Eversull. 1985. 29 pp.

History is traced on the increasing involvement of cooperatives in handling petroleum products. Operations are described in terms of retailing, wholesaling, refining and blending, crude oil production, and transportation. The extent of cooperative activities in handling related products such as equipment, automotive accessories, and services is covered.

Cooperative Historical Statistics

CIR 1 Section 26

J. Warren Mather and Katherine C. DeVille. 1984. 60 pp.

Provides time series data on marketing, farm supply, and related service cooperatives from 1863 to 1980. Statistics include memberships and number of cooperatives by type, business volume by commodity, and size of business. Information is carried on new organizations and discontinuances of cooperatives. Market share data for selected years are given.

(Missing sections will appear as printed.)

Cooperative Facts

CIR 2

Gene Ingalsbe. Revised 1984. 23 pp.

A compilation of facts relating to founding of cooperatives from both a historical and general standpoint.

Cooperatives—Distinctive Business Corporations

CIR 3

C. H. Kirkman, Jr. Reprinted 1983. 24 pp.

Pictures cooperatives as distinctive business corporations in the American private enterprise system. Tells both advantages and disadvantages of various businesses doing business in the United States.

Farmer Cooperative Publications

CIR 4

Gene Ingalsbe. Revised 1986. 58 pp.

Lists and describes available publications by series, number, and subject. Describes functions of ACS

Cooperatives in Agribusiness

CIR 5

C. H. Kirkman, Jr. Revised 1983. 60 pp.

Contains an overview of cooperatives for high schools and junior colleges, explaining what a cooperative is—organization, financing, and operations. Points out various rural, consumer, and cooperative examples. Touches on career opportunities.

Understanding Your Cooperatives

CIR 6

C. H. Kirkman, Jr. Revised 1986. 146 pp.

Publication is laid out in four lessons with the following titles:

1. Principles and Practices
2. Historical Developments
3. Economic Democracy in Action
4. Principles Underlying Cooperative Financing and Taxation.

Prepared for postsecondary schools to improve student understanding of cooperatives operating in the community, and to assist those taking a cooperative work program between college

and business. Publication has illustrations for making overhead transparencies.

How To Start a Cooperative

CIR 7

Gene Ingalsbe and James L. Goff. Revised 1985. 34 pp.

A guide for groups interested in a step-by-step approach to organizing a cooperative.

What Are Patronage Refunds?

CIR 9

Donald A. Frederick and Gene Ingalsbe. Revised 1984. 20 pp.

Discusses patronage refunds and their relationship to the cooperative concept. Includes Federal income tax principles applied to patronage refunds and alternative tax choices by cooperatives and patrons.

Is There a Co-op in Your Future?

CIR 10

C. H. Kirkman, Jr.; revised by Gene Ingalsbe and James L. Goff. 1985. 32 pp.

Highly illustrated, describes in simple terms how to start a cooperative.

What Are Cooperatives?

CIR 11

C. H. Kirkman, Jr. Revised 1986. 9 pp. (Also in Spanish)

Highly illustrated, describes in simple terms why people form cooperatives.

Members Make Co-ops Go

CIR 12

C. H. Kirkman, Jr. Reprinted 1983. 11 pp. (Also in Spanish)

Highly illustrated, describes in simple terms what members must do to make their cooperative successful.

Using Co-op Members' Money

CIR 13

C. H. Kirkman, Jr. Reprinted 1986. 15 pp.

Highly illustrated, describes in simple terms the function of money in a cooperative.

What Co-op Directors Do

CIR 14

C. H. Kirkman, Jr. Reprinted 1985. 11 pp. (Also in Spanish)

Highly illustrated, describes in simple terms the responsibilities of directors.

Measuring Co-op Directors

CIR 15

C. H. Kirkman, Jr. Reprinted 1981. 11 pp. (Also in Spanish)

Highly illustrated, describes in simple terms how co-op members elect and keep co-op directors.

Manager Holds Important Key to Co-op Success

CIR 16

C. H. Kirkman, Jr. Reprinted 1981. 11 pp. (Also in Spanish)

Highly illustrated, describes in simple terms the responsibilities of a co-op manager.

Employees Help Co-ops Serve

CIR 17

C. H. Kirkman, Jr. Reprinted 1981. 15 pp.

Highly illustrated, describes in simple terms how employees can contribute to making a cooperative successful.

Guidelines Co-op Employees Need

CIR 18

C. H. Kirkman, Jr. Reprinted 1982. 18 pp.

Highly illustrated, describes in simple terms the guidelines to help employees know what is expected of them.

Bookkeeping Forms Your Co-op Needs

CIR 19

Francis P. Yager. Revised 1978. 11 pp.

Highly illustrated, explains simply the bookkeeping forms that cooperatives need to keep up-to-date and complete records of business.

Guides to Co-op Bookkeeping

CIR 20

Francis P. Yager. Revised 1978. 15 pp.

Highly illustrated, explains what a bookkeeping system is and what business information it provides to a cooperative.

Organizing and Conducting Cooperatives' Annual Meetings

CIR 21

Reprinted 1986. 60 pp.

Brings together many ideas proved practical in actual use. Most activities discussed are basic in building and maintaining sound membership understanding and good community relations.

Tax Treatment of Cooperatives

CIR 23

Donald A. Frederick. Revised 1984. 8 pp.

Discusses taxes cooperatives pay and places special emphasis on Federal income tax treatment.

A Guide to Survey Research for Local Cooperative Management

CIR 24

Julie A. Hogeland. 1980. 15 pp.

Aids cooperative managers who want to survey patrons or other groups on preferences, perceptions, and expected behavior to ease decisionmaking.

Opportunities in Cooperatives— A Leader's Program for Youth

CIR 25

C. H. Kirkman, Jr. Revised 1983. 52 pp.

Basic unit for teaching youth about cooperatives and how they fit in the American business system. Contains a nine-part meeting and business visitation guide, complete with test questions and answers, and procedures for establishing a youth cooperative.

Small Fresh Fruit and Vegetable Cooperative Operations

CIR 27

Fred E. Hulse, Gilbert W. Biggs, and Roger A. Wissman. 1980. 28 pp.

Shows the diversity as well as successful operations of 34 small fresh fruit and vegetable marketing cooperatives. Describes their sales methods, as well as additional services provided their farmer-members.

Agricultural Cooperative Service— What We Do, How We Work

CIR 28

Revised 1986. 6 pp.

Describes agency work in areas of research, technical assistance, history and statistics, and education and information.

Includes a capsule of cooperative assistance in U.S. Department of Agriculture through ACS.

Advising People About Cooperatives

CIR 29

C. H. Kirkman, Jr. Revised 1983. 39 pp.

Provides background and references for leaders and educators when people ask about cooperatives. Lists organizations and their bulletins, books, and visuals available.

State Incorporation Statutes for Farmer Cooperatives

CIR 30

James R. Baarda. 1982. 715 pp.

Comparative analysis of State incorporation statutes governing the organization and operation of farmer cooperatives, including: policy, purpose, powers, articles of incorporation, bylaws, membership, control, directors, officers, patronage relationships, finance, mergers, and dissolution.

Equity Redemption Guide

CIR 31

Jeffrey S. Royer and Gene Ingalsbe. 1983. 12 pp.

Explains for the farmer director equity redemption issues, alternative plans, legal and tax aspects, board responsibilities, and how a cooperative can proceed to adopt a program.

The Cooperative Approach to Outdoor Recreation

CIR 32

William R. Seymour. 1984. 28 pp.

Describes recreation cooperatives by type. Deals with objectives, economic feasibility, financing, and management. Lists advantages and requirements for success.

The Cooperative Approach to Crafts

CIR 33

Jan E. Halkett, William R. Seymour, and Gerald E. Ely. Revised 1985. 34 pp.

Types of cooperatives and their functions are explained. Steps are outlined on organizing a cooperative. General rules for success and sources of assistance are listed. The appendix contains sample bylaws, surveys, operating statements, and statements of responsibility for the board and manager.

Director Liability in Agricultural Cooperatives

CIR 34

Douglas Fee, Allen C. Hoberg, and Linda Grim McCormick. 1984. 39 pp.

Sources of liability faced by cooperative directors are discussed and suggestions are given concerning practices and behavior that may help reduce liability risk. Areas covered are common law, criminal law, securities regulation, records and finances, antitrust regulation, and indemnification and insurance.

Understanding Capper-Volstead

CIR 35

David Volkin. Revised 1985. 8 pp.

This publication was originally a reprint from Farmer Cooperatives magazine. Its continuing popularity prompted reformatting it into a formal series. The publications explains the important keys to understanding the Capper-Volstead Act of 1922 and its implications for agricultural producers, cooperative organizations, and the general public.

(Subsequent reports will appear as printed.)

(Previous similar reports include FCS Information Reports.)

FCS INFORMATION REPORTS

Recruiting, Training, and Developing Workers for Farmer Cooperatives

FCS IR 77

Irwin W. Rust. 1971. 44 pp.

Discusses the important factors in recruiting, training, and developing workers for cooperatives. Lists sources of information and help.

The Sunkist Adventure

FCS IR 94

C. H. Kirkman, Jr. 1975. 108 pp.

A rewrite of earlier publications on Sunkist Growers, Inc., the publication documents the history and describes organization, operations, and distinctive features.

Legal Phases of Farmer Cooperatives

FCS IR 100

Morrison Neely. Revised 1976. 744 pp.

Combines in one publication most legal aspects of organizing and operating a cooperative. Attention is given to incorporation, marketing contracts, management and director responsibilities, antitrust taxation, legal documents, State statutes. It carries a table of cases on cooperative litigation.

Also available in separate parts:

PART I—Sample Legal Documents

Contains samples of forms and legal documents normally needed in organizing and operating a cooperative. Includes a reproduction of the Capper-Volstead Act.

PART II—Federal Income Taxes

Contains a review of cooperatives' distinctive characteristics, historical background on taxation, and detailed discussion of tax treatment.

PART III—Antitrust Laws

Gives clearly the attitude of the courts toward early cooperative efforts in this country and the legal background with respect to monopolies and restraint of trade. Reviews the general principles of antitrust laws and expands and sharpens them in light of recent court decisions.

Riceland Foods: Innovative Cooperative in the International Market

FCS IR 101

J. David Morrissey. 1975. 128 pp.

Provides a profile of the development and operations of a pioneering cooperative in rice marketing that later expanded into soybean processing to increase its farmer-members' incomes.

(Series redesignated Cooperative Information Reports.)

MARKETING RESEARCH REPORTS

Export Marketing Guide for Cooperatives

MRR 1074

Donald E. Hirsch. 1977. 77 pp.

An export marketing guide, not a complete export manual or blueprint for operations of an individual cooperative. Its objective is to help more farmers gain the understanding and expertise necessary to export successfully. It serves as a reference for cooperatives involved in exporting, and the planning aids contained were developed by the author rather than from standard business forms or documents.

Contract Integrated Cooperative Cattle Marketing System

MRR 1078

Clement E. Ward. 1977. 28 pp.

Describes changing production and marketing practices that compel cattlemen to improve the flow of cattle from the cow-calf producer to the final source—the consumer. The challenge to cattle producers is to either develop production-in-marketing systems of their own or accept whatever systems others offer.

Cooperative Marketing Alternatives for Sheep and Lamb Producers

MRR 1081

David L. Holder. 1977. 40 pp.

Proposes three marketing alternatives for sheep and lamb producers, including teleauction, bargaining association, and producer processing. These alternatives were recommended after a review of the industry revealed producers faced a noncompetitive and inefficient marketing-processing distribution system.

The Future Role of Cooperatives In the Red Meats Industry

MRR 1089

John T. Haas, Richard J. Crom, Leonard W. Condon, David L. Holder, Winston K. Ullman, Richard H. Vilstrup, and David Volkin. 1978. 100 pp.

Report of the Red Meats Task Force of the U.S. Department of Agriculture, this publication treats the structural changes in the red meats industry that are threatening survival of independent family-size farms. Gives opinions and suggestions on what cooperatives must do to counteract these trends.

Cooperative Strategies for the Pork Industry

MRR 1097

David L. Holder and Ralph E. Hepp. 1978. 36 pp.

Discusses changes taking place in the pork industry and the role cooperatives can play in improving the economic position of pork producers.

RESEARCH REPORTS

ACS RESEARCH REPORTS

Ship Chartering Alternatives for Grain Exporting Cooperatives

ACS RR 2

Donald E. Hirsch. 1981. 48 pp.

Recommends a course of action that would increase cooperatives' chartering capabilities and enhance their competitive position in the international grain trade.

Operating Practices of Fruit and Vegetable Processing Cooperatives

ACS RR 5

Bruce L. Swanson. 1981. 21 pp.

Covers organizational arrangements, marketing activities, and financial measures of 14 cooperatives processing fruits and vegetables. Identifies characteristics associated with high- and low-growth processors.

Establishing a Cotton-Ginning Cooperative in the Southeast

ACS RR 7

Donald M. Simon, William R. Garland, and Jan E. Halkett. 1981. 19 pp.

Study of the proposed Albemarle Cotton Growers Cooperative. Reports on producer surveys and financial projections, and estimates member benefits and returns on investments.

Petroleum Operations of Cooperatives

ACS RR 9

John M. Bailey. 1981. 17 pp.

This study quantifies retail wholesale, refining, and crude oil operations of farmer cooperatives for 1979 and compares them to past findings.

Economic Impact of Two Missouri Cooperatives

ACS RR 10

C. Brice Ratchford, Gary Devino, and William Todd. 1981. 26 pp.

Analyzes the impact of two grain marketing and farm supply cooperatives on their farmer-members and rural communities. Lists factors contributing to their success.

Organizing Meatpacking Cooperatives: Recent Producer Attempts

ACS RR 11

Julie A. Hogeland. 1982. 59 pp.

Montana and Utah meatpacking cooperatives are established through member equity and livestock commitments. Member involvement requires a comprehensive feasibility study to show need for the slaughter/processing plant and obtain member understanding and sufficient capital for cooperative organization.

Prairie Farms Dairy, Inc.: Economic Impact of a Dairy Cooperative

ACS RR 12

Hugh L. Cook, Robert P. Combs, and George C. Tucker. 1982. 57 pp.

History and development of Prairie Farms Dairy, Inc., that provides a model of how a dairy cooperative in the creamery butter sector successfully shifted to the fluid milk processing and distribution sector. Identified policies contributing to success and its impact on producers, employment, and local economy.

Cooperative Involvement and Opportunities in Oilseeds

ACS RR 13

John R. Dunn, Bruce J. Reynolds, E. Eldon Eversull, Robert A. Skinner, and Stanley K. Thurston. 1982. 47 pp.

Focuses on the role played by cooperatives in the oilseed complex. The flow of domestically produced oilseeds is described. Industry structure and potential directions for improving cooperatives' role are considered.

Randolph Service Company: Its Economic Impact

ACS RR 18

Walter J. Wills. 1981. 34 pp.

Analyzes the Randolph Service Company's contribution to agriculture in Randolph County. The six areas evaluated showed the cooperative effectively adjusted operations and made major contributions to member needs.

Strengthening State Cooperative Councils

ACS RR 20

C. H. Kirkman, Jr., and John R. Dunn. 1982. 73 pp.

State cooperative councils have primary roles in cooperative education and legislation. Study examines and makes recommendations concerning membership dues structure, budget, member participation, legislation at State and national levels, and educational programs at local, State, and multistate levels.

Cooperative Grain Trade Opportunities in Eastern Europe

ACS RR 21

S. C. Schmidt, J. R. Jones, D. M. Conley, and A. R. Bunker. 1984. 60 pp.

Presents economic systems, government structures, foreign trade, and producers in Eastern European countries in the light of economic potential for grain trade with United States. Points out pitfalls and opportunities of counter trade arrangements.

Pricing Plans for Managing Seasonal Deliveries

by Dairy Cooperatives

ACS RR 22

K. Charles Ling. 1982. 18 pp.

Delineates methods of designing pricing plans for recovering costs of handling seasonal deliveries from producers and supplying handlers with fluctuating demand.

Equity Redemption: Issues and Alternatives for Farmer Cooperatives

ACS RR 23

David W. Cobia, Jeffrey S. Royer, Roger A. Wissman, Dennis P. Smith, Donald R. Davidson, Stephen D. Lurya, J. Warren Mather, Phillip F. Brown, and Kenneth P. Krueger. Reprinted 1984. 216 pp.

Provides information cooperatives can use to improve their equity redemption performance and decisionmaking. Discusses issues concerning equity redemption and alternative plans and methods that can be used to improve or facilitate equity redemption.

Financial Profile of the Top 100 Cooperatives, 1980

ACS RR 24

Donald R. Davidson, Donald W. Street and Roger A. Wissman. 1982. 49 pp.

Shows the financial structure of the 100 largest farmer-owned marketing and supply cooperatives in the United States based on 1980 data and trends in major capital elements over the previous 18 years.

Forestry Cooperatives: Organization and Performance

ACS RR 25

Donald M. Simon and Orlin J. Scoville. 1982. 23 pp.

Describes the organizational structure, functions, and facilities of forestry cooperatives. Evaluates the economic performance of these entities, and explores current problem areas and potentials for future development.

Agricultural Exports by Cooperatives

ACS RR 26

Tracey L. Kennedy. 1982. 21 pp.

Describes the participation of farmer cooperatives in exporting agricultural commodities in 1980. Includes dollar volume of direct exports by commodity and destination, cooperative share of U.S. exports, with comparisons to 1976.

Marketing and Farm Supply Cooperatives:

Membership and Use, 1980

ACS RR 28

Paul C. Wilkins. 1983. 23 pp.

Describes some major characteristics of farmers holding membership in marketing/farm supply cooperatives in 1980. Provides memberships held by farm operators, members and nonmembers using these cooperatives, memberships held in cooperatives not patronized in 1980, and memberships held by other than principal farm operators.

Iowa Cooperative Fertilizer Retail Outlets:

Farmers' Attitudes and Perceptions

ACS RR 29

Dennis H. Gensch. 1983. 36 pp.

Analyzes why farmers feel as they do about cooperative and noncooperative fertilizer outlets and why they choose one type over the other.

Cooperative Farm Machinery Operations, 1979-80

ACS RR 30

Loyd C. Biser. 1983. 20 pp.

Evaluates cooperative dealer sales and growth in 1979 and 1980. Shows operating performance of cooperative and non-cooperative dealers was nearly equal in average sales, operating margins, total expenses, and net margins in 1980.

Sales Program of Nine Regional Supply Cooperatives

ACS RR 32

E. Eldon Eversull. 1983. 20 pp.

Major regional farm supply cooperatives were surveyed on sales techniques used in four product areas: feed, fertilizer, agricultural chemicals, and seed. This information is used to describe what sales programs would appear to work best for regional cooperatives in each product area.

Cooperative Membership and Use: Livestock Producers

ACS RR 33

Paul C. Wilkins. 1983. 20 pp.

Describes some of the major characteristics of livestock producers' membership in and their use of marketing and farm supply cooperatives in 1980, by location and size of farm.

Dairy Products Manufacturing Costs at Cooperative Plants

ACS RR 34

K. Charles Ling. 1983. 36 pp.

Determines the actual costs of manufacturing cheese, butter, and nonfat dry milk under current technology with emphasis on most efficient plants. Determines how the size of plant, type of manufacturing system, daily and seasonal variation, and product mix affect these costs.

Working Arrangements of Fruit and Vegetable Processing Cooperatives

ACS RR 36

Martin A. Blum. 1984. 24 pp.

Describes working agreements developed by selected fruit and vegetable processing cooperatives to improve marketing performance. Discusses requirements for successful application of the working arrangement concept.

Growth and Trends in Cooperative Operations, 1951-81

ACS RR 37

Loyd C. Biser and Lyden O'Day. 1984. 60 pp.

Analyzes trends in cooperatives' share of marketing and purchasing activity by commodity and region.

Cooperative Involvement, Adjustments, and Opportunities in Grain Marketing

ACS RR 38

David E. Cummins, Charles L. Hunley, Michael D. Kane, and Francis P. Yager. 1984. 48 pp.

Describes the structure and role of cooperatives in grain marketing, identifies and evaluates the principal problems and concerns of grain marketing cooperatives, and provides suggestions and guidelines for strengthening cooperative grain marketing.

Cooperatives' Role in the Potato Industry

ACS RR 39

Gilbert W. Biggs. 1984. 32 pp.

Describes the structure and role of cooperatives in the potato industry, identifies the problems and concerns of both bargaining and fresh marketing cooperatives, and provides suggestions for improving their role in the future.

Marketing Operations of Dairy Cooperatives

ACS RR 40

Thomas H. Stafford and James B. Roof. 1984. 36 pp.

Describes structure and operations of dairy cooperatives based on an indepth survey of all dairy cooperatives. Updates a series of surveys begun in 1958.

**Cooperative Wool Marketing Pools and Warehouses:
Industry Update, Issues, and Options**

ACS RR 41

Julie A. Hogeland and Phillip W. Sronce. 1984. 48 pp.

Provides an overview of the domestic wool marketing system, problems, and potential. Special attention is given to marketing practices of wool pools and wool warehouse cooperatives, given recent increased imports and a decrease in domestic processors.

**Marketing and Farm Supply Cooperatives:
Commercial Farmers' Membership and Use, 1980**

ACS RR 42

Paul Wilkins. 1984. 52 pp.

Describes some of the major characteristics of commercial farmers (gross sales of \$10,000 or more) that held membership in marketing and farm supply cooperatives in 1980. Provides information on the number of memberships held by commercial farm operators, portion of members and nonmembers using these cooperatives, memberships held in cooperatives but not patronized in 1980, and memberships held by other than the principal farm operators.

**Merging Cooperatives: Planning,
Negotiating, and Implementing**

ACS RR 43

Bruce L. Swanson. 1985. 38 pp.

Guidelines for reorganization of cooperatives through merger, acquisition, or consolidation are provided. Planning, negotiating, and implementing phases of reorganization are covered. Items from actual combinations of cooperatives are reported as they relate to phases of the reorganization process.

Fishery Cooperatives

ACS RR 44

William R. Garland and Phillip F. Brown. 1985. 48 pp.

Information on 70 fishery cooperatives of all types, sizes, and locations is summarized by region and State. Data cover organizational structures; type and volume of fishery products, supplies, and services; operating revenues; balance sheet data; sources of debt financing; and equity redemption practices.

Estimating Production of Forestry Cooperative Members

ACS RR 45

Benjamin F. Hoffman, Jr. 1985. 50 pp.

Methodology is provided for projecting marketings of forestry cooperative members so a cooperative can accurately develop a business plan based on an integrated timber management and marketing operation.

Petroleum Operations of Farmer Cooperatives, 1982

ACS RR 46

E. Eldon Eversull and John R. Dunn. 1985. 28 pp.

Retail, wholesale, refining, and crude oil operations of farmer cooperatives are examined for 1982.

Marketing and Transportation of Grain by Local Cooperatives

ACS RR 47

Charles L. Hunley. 1985. 32 pp.

Information is provided on grain flow, elevator facilities, storage capacity, type of grain handled, and mode of transportation from local cooperatives.

Young Member Programs for Cooperatives

ACS RR 48

Thomas F. Schomisch and Thomas W. Gray. 1985. 32 pp.

Cooperative experiences with young cooperator programs are discussed, with recommendations on how effective programs can be integrated into local agricultural cooperatives.

Financial Performance of Dairy Cooperatives

ACS RR 49

Thomas H. Stafford. 1985. 40 pp.

Financial status of different types and sizes of dairy cooperatives are discussed and compared, based on 1980-81 data.

Structure, Operations, and Growth of Cooperatives in the Mid-South

ACS RR 50

Loyd C. Biser. 1985. 24 pp.

Factors leading to superior growth performance of cooperatives in the South Central United States are analyzed. Areas covered include products, services, share of market, structure, policies, and operating procedures.

A Reserve-Balancing Pool for Services by Dairy Cooperatives

ACS RR 51

K. Charles Ling. 1985. 21 pp.

The rationale for compensating dairy cooperatives for the costs incurred in balancing milk supplies for the fluid market is examined. A reserve-balancing pool is proposed to facilitate deducting supply-balancing service credit from a marketwide producer pool and making payment to cooperatives for providing the services.

Using Export Companies to Expand Cooperatives' Foreign Sales

ACS RR 52

Arvin R. Bunker and Tracey L. Kennedy. 1985. 17 pp.

Discussion of export management companies covers services and products handled; market coverage; fees, margins, and costs; ownership and financial structure; advantages and disadvantages.

Financial Profile of Cooperatives Handling Grain: First-Handlers, \$15 Million Sales or Larger

ACS RR 53

Francis P. Yager and David E. Cummins. 1986. 24 pp.

Cooperatives handling grain in this size category, one of three reports, are discussed in terms of storage capacity, grain volume and total sales, and accessibility of railroads. A detailed financial analysis includes measurements a cooperative can use for comparison.

Cooperative Principles and Statutes: Legal Descriptions of Unique Enterprises

ACS RR 54

James R. Baarda. 1986. 50 pp.

This report analyzes State incorporation statutes to demonstrate the inseparable combination of principles and the law. Clear statements of cooperative principles are found in statutes, and rules established by law reflect purpose and practices mandated by fundamental principles. Statutes are current as of mid-1985, and citations are used liberally to aid further research.

Financial Profile of Cooperatives Handling Grain: First-Handlers, \$5 Million to \$14.9 Million in Sales

ACS RR 55

David E. Cummins and Francis Yager. 1986. 28 pp.

Cooperatives handling grain in this size category, one of three reports, are discussed in terms of storage capacity, grain

volume and total sales, and accessibility of railroads. A detailed financial analysis includes measurements a cooperative can use for comparison.

**Grain Exporting Economies:
Port Elevator Cost Simulations**

ACS RR 56

Magid A. Dagher, Bruce J. Reynolds, Lynn W. Robbins. 1986.
24 pp.

Significant economies of size are often attributed to grain exporting, but until recently empirical estimation had been lacking. An economic-engineering technique is used to simulate cost curves for port elevators over a range of capacities for both shortrun and longrun costs.

**Dairy Production Efficiency:
Co-op Members Versus Nonmembers**

ACS RR 57

Tsoung-Chao Lee, Boris E. Bravo-Ureta, and K. Charles Ling.
1986. 20 pp.

Compares the performance of co-op dairy producers with others, using a new measuring concept called average efficiency production function.

**Financial Profile of Cooperatives Handling Grain:
First Handlers, \$1 Million to \$4.9 Million in Sales**

ACS RR 58

Francis P. Yager and David E. Cummins. 1986. 28 pp.

Cooperatives handling grain in this size category, one of three reports, are discussed in terms of storage capacity, grain volume and total sales, and accessibility of railroads. A detailed financial analysis includes measurements a cooperative can use for comparison.

(Subsequent reports will appear as printed.)

(Previous similar series include Farmer Cooperative Research Reports and FCS Research Reports.)

SERVICE REPORTS

Bank Trust and Professional Farm Managers' Attitudes Toward Cooperatives

SR 1

Michael S. Hanrahan. 1980. 11 pp.

Farm operations of professional farm management entities base purchasing and selling decisions on same marketplace considerations as other farmers.

Financial Profile of 15 New Agricultural Marketing Cooperatives

SR 2

Ralph W. Dutrow, Phillip F. Brown and Raymond Williams. 1981. 24 pp.

Describes the financial ratios and borrowing experiences of independent, newly formed cooperatives marketing grain, livestock, or fruits and vegetables.

Vegetable Cooperative Bookkeepers—Accounting Exercise

SR 4

Francis P. Yager. Revised 1984. 24 pp.

Accounting exercise designed to help establish and keep a single set of financial records. Problem deals with a vegetable growers' cooperative.

Vacation Farm Cooperatives

SR 5

Abraham Pizam, Laura Richardson, and William R. Seymour. 1981. 24 pp.

Results of study to determine the factors that should be considered before starting a vacation farm business or cooperative.

Member Control of Farmer Cooperatives

SR 7

Robert D. Boynton and Howard T. Elitzak. 1982. 11 pp.

Evaluates democratic control levels in cooperatives of differing sizes and commodity types.

Marketing and Bargaining Issues

SR 8 1983. 70 pp.

Contains proceedings of the 26th National Conference on Bargaining and Marketing Cooperatives, January 28-29, 1982, Washington, D.C.

MFC Services (AAL): Its Growth and Impact

SR 9

G. Wayne Malone, Robert E. Coats, Jr., and Charles E. Fitts. 1983. 28 pp.

Analyzes MFC Services' contribution to agriculture and economic impact on communities where member cooperatives or regional facilities are in Mississippi, Alabama, and Louisiana.

American Cooperative Pulse Exporters:

Dry Beans, Peas, and Lentils

SR 10

Tracey L. Kennedy and Arvin R. Bunker. 1984. 12 pp.

Lists key commodity, facility, and contact information that foreign buyers need to deal with U.S. cooperatives directly exporting dry beans, peas, and lentils.

American Cooperative Exporters:

Fruits, Vegetables, and Nuts

SR 11

Tracey L. Kennedy and Arvin R. Bunker. 1984. 28 pp.

Lists key commodity, facility, and contact information that foreign buyers need to deal with U.S. cooperatives directly exporting fruits, vegetables, and nuts.

American Cooperative Exporters: Animal Products

SR 12

Tracey L. Kennedy and Arvin R. Bunker. 1984. 16 pp.

Lists key commodity, facility, and contact information that foreign buyers need to deal with U.S. cooperatives directly exporting animal products.

Craft Cooperative Bookkeepers—Accounting Exercise

SR 13

Francis P. Yager. 1984. 24 pp.

Accounting exercise designed to help establish and keep a single set of financial records. Problems deal with a craft cooperative.

Cooperative Brands of Processed Foods

SR 14

Julie A. Hogeland. 1985. 45 pp.

Processed food products carrying brand names owned by agricultural cooperatives are listed. Some 107 cooperatives and more than 350 brands are covered, with codes indicating form of product and principal markets.

Cooperative Education Needs

SR 16

Charles A. Kraenzle, David W. Simpson, Roger A. Wissman, and Ralph Richardson. 1986. 64 pp.

Carries survey results of the cooperative community to identify what types of education programs, activities, and materials are most needed, which audiences are highest priority, and which organization should be most responsible for implementation.

Farmer Cooperative Statistics, 1985

SR 17

Ralph M. Richardson, Celestine C. Adams, Katherine C. DeVille, Frances E. Mahan, Beverly L. Rotan, and John W. Stutzman. 1986. 46 pp.

Reports aggregate national statistics for marketing, farm supply, and related service cooperatives. Figures are carried on memberships, number of cooperatives, and business volume by commodity and State. Trends are indicated, particularly for the past 10 years.

(Subsequent reports will appear as printed)

MISCELLANEOUS REPORTS

Top 100 Cooperatives, 1984, Financial Profile

Donald R. Davidson and Donald W. Street. 1985. 24 pp.

This Farmer Cooperatives magazine reprint analyzes changes in sales, assets, financial structure, and sources of debt capital, operating results, and sources and uses of funds.

Cooperative Approach to Crafts for Senior Citizens

Gerald E. Ely. Revised 1981. 14 pp.

PA 1156 discusses in a general way some possibilities that exist for a craft organization, factors that must be considered before a craft program can be formulated, and steps to be taken in setting up a craft cooperative for senior citizens.

Thinking About Cooperative Investments?

Robert D. Dahle and Jerald L. Nelson. 1973. 14 pp.

Designed to aid members and directors in their thinking and decisionmaking regarding investments.

Some Answers to Questions About Commodity Market Pools

John R. Dunn, Stanley K. Thurston, and William S. Farris. 1980. 16 pp.

Market pools provide options producers may want to consider. A question and answer format is used to cover the various aspects of market pools, including an explanation of pooling and how it works, the marketing agreement, and some examples of market pools in operation.

A Creed for Cooperative Members

Joseph G. Knapp.

This 8-1/2 x 11 poster-weight sheet contains 12 guides to be a responsible member of a cooperative. Suitable for framing.

PUBLICATIONS BY SUBJECT MATTER



Publications are relisted under various subjects. Those relating to more than one subject may be listed several times. Refer to series designation previously listed for publication description. Cooperative Information Reports—CIR, FCS Information Reports—FCS IR. Marketing Research Report—MRR. Program Aid—PA. ACS Research Report—ACS RR. Service Report—SR.



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Ralph M. Richardson, Celestine C. Adams, Katherine C. DeVille, Frances E. Mahan, Beverly L. Rotan, and John W. Stutzman. SR 15. 1985. 46 pp.

Cotton Cooperatives

Bruce J. Reynolds. CIR 1, Sec. 17. 1985. 28 pp.

Dairy Cooperatives

James B. Roof and George C. Tucker. CIR 1, Sec. 16. 1985. 24 pp.

Cooperative Feed and Animal Health Operations

J. Warren Mather and Donald L. Vogelsang. CIR 1, Sec. 21. 1986. 48 pp.

Cooperative Historical Statistics

J. Warren Mather and Katherine C. DeVille. CIR 1, Sec. 26, 1984. 60 pp.

Cooperative Petroleum Operations

J. Warren Mather and E. Eldon Eversull. CIR 1, Sec. 23, 1985. 48 pp.

Growth and Trends in Cooperative Operations, 1951-81

Loyd C. Biser and Lyden O'Day. ACS RR 37. 1984. 60 pp.

Poultry and Egg Cooperatives

J. Warren Mather and Edwin E. Drewniak. CIR 1, Sec. 17. 1984. 56 pp.

Cooperative Facts

Gene Ingalsbe. CIR 2. Revised 1984. 23 pp.

Farmer Cooperative Publications

Gene Ingalsbe. CIR 4. Revised 1986. 58 pp.

Cooperative Principles and Legal Foundations

Martin A. Abrahamsen, J. Warren Mather, James R. Baarda, and James Kelly. CIR 1, Sec. 1. Reprinted 1983. 26 pp.

Organizations Serving Cooperatives

C.H. Kirkman, Jr., and Martin A. Abrahamsen. CIR 1, Sec. 5. Revised 1983. 25 pp.

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Livestock and Wool Cooperatives

John T. Haas, David L. Holder, and Clement E. Ward. CIR 1, Sec. 14. 1979. 34 pp.

Grain Cooperatives

Stanley K. Thurston, Bert D. Miner, and J. David Morrissy. CIR 1, Sec. 15. 1979. 42 pp.

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The Cooperative Approach to Crafts

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William R. Seymour. CIR 32. 1984. 28 pp.

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J. Warren Mather and Homer J. Preston. CIR 1, Sec. 3. Reprinted 1983. 22 pp.

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Fred E. Hulse, Gilbert W. Biggs, Donald M. Simon, and J. Warren Mather. CIR 1, Sec. 19. 1983. 53 pp.

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Small Fresh Fruit and Vegetable Cooperative Operations

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The agency (1) helps farmers and other rural residents develop cooperatives to obtain supplies and services at lower cost and to get better prices for products they sell; (2) advises rural residents on developing existing resources through cooperative action to enhance rural living; (3) helps cooperatives improve services and operating efficiency; (4) informs members, directors, employees, and the public on how cooperatives work and benefit their members and their communities; and (5) encourages international cooperative programs.

ACS publishes research and educational materials and issues Farmer Cooperatives magazine. All programs and activities are conducted on a nondiscriminatory basis, without regard to race, creed, color, sex, age, handicap, or national origin.

